I✦I Infrastructure
Canada

PROTECTED

Ottawa, Canada
K1P 0B6

BRIEFING NOTE TO THE DEPUTY MINISTER

FOR YOUR APPROVAL: SMART CITIES CHALLENGE PERFORMANCE MEASUREMENT STRATEGY

(For Signature)

ISSUE

- Your approval of the Smart Cities Challenge Performance Measurement Strategy (PMS) is sought <u>by October 24, 2017</u> ████████████

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- The purpose of this note is to remind you of the objectives of the PMS outlined in the information package submitted on September 29, 2017. It also provides you with an overview of the internal consultations and indications of next steps.

BACKGROUND

- The PMS is an internal document providing a framework for measuring progress and demonstrating results of the Smart Cities Challenge for Canadians. The PMS contains detailed information on the Smart Cities Challenge intents, data collection and evaluation strategies. The requirement to conduct a PMS stems from the Treasury Board's *Directive on Results* which requires Deputy Heads to establish and maintain robust performance measurement functions in their organizations. The document is to be kept evergreen by program officials to ensure it reflects the evolution of the program. The PMS will be used in the development of the Performance Information Profile as required by INFC Departmental Results Frameworks.

- The Directive also requires that Treasury Board submissions be supported by adequate performance measurement and evaluation information. In practice, this requirement is met by the approval of the PMS in advance of the Treasury Board date. If unmet, this can lead to burdensome conditioning by Treasury Board as the PMS will be required to secure the President's approval.

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████████████████████████████████████ The PMS benefitted from the advice of: 1) the Corporate Secretariat's Integrated Risk Planning and Performance Unit; 2) the Strategic Policy and Priority Initiatives' Results and Delivery team, 3) the Office of Audit and Evaluation; and, 4) the Program Operation's Branch's Program Integration team.

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NEXT STEPS

- Your approval of the attached PMS is required ████████████████████████████████████ I am available to discuss the attached at your convenience.

- The contents of the PMS will continue to be updated to reflect progress in the Smart Cities Challenge's implementation. The next important milestones for updating the PMS are expected to be the close of the initial application stage scheduled at the end of April 2018 and the conclusion of a contribution agreement with the community support partner expected in May 2018.

Gerard Peets
Director General
Smart Cities Challenge Directorate

I have reviewed the attached Performance Measurement Strategy for the Smart Cities Challenge Directorate and consider that it represents an adequate plan to measure program outcomes. Therefore,

✓ I approve. ___ I do not approve. ___ For discussion.

Kelly Gillis	OCT 2 4 2017
Deputy Minister	Date
Infrastructure and Communities	

or

Yazmine Laroche	OCT 2 4 2017
Associate Deputy Minister	Date
Infrastructure and Communities	

Attachment: Smart Cities Challenge Performance Measurement Strategy

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Performance Measurement Strategy

Smart Cities Challenge – Infrastructure Canada

This document presents the Performance Measurement Strategy (PM Strategy) for the "Smart Cities Challenge", a new program led by Infrastructure Canada (INFC). The intent of this PM Strategy is to provide a framework for measuring progress and demonstrating results for Canadians. The PM Strategy for the Smart Cities Challenge will be reviewed periodically by INFC and revised as needed to ensure that it remains relevant and that credible and reliable performance data are being collected to support both program monitoring and a future evaluation.

This PM Strategy addresses the requirements contained in the Treasury Board Secretariat's (TBS) guidelines contained in *Supporting Effective Evaluations: A Guide to Developing Performance Measurement Strategies.*[1] This Strategy will be used as the basis of a Performance Information Profile (PIP) as required by the *Directive on Results*.

This PM Strategy for the Smart Cities Challenge ("the program") includes the following components:

▶ *Program profile* – Provides the basic information needed to understand the program, and supports the development of the logic model, the PM Strategy Framework and the Evaluation Strategy; and serves as a reference document for the Smart Cities Challenge.

▶ *Program Performance Measurement Framework* – Presents the indicators required to monitor and gauge the performance of the program. Its purpose is to support program managers in: continuously monitoring and assessing the results of the program as well as the efficiency of their management; making informed decisions and take appropriate, timely action; provide useful reporting on the program; and, ensure that the information gathered will effectively support a future evaluation. The funded organizations' abilities to meet their expected results will be closely monitored through the annual reporting requirements in the contribution agreements and via ongoing dialogue.

▶ *Evaluation Strategy* – A high-level overview of the approach to be followed in carrying out a future evaluation of the program based on the Impact Canada's Initiative's intent to rely on experimental or quasi-experimental evaluation approach. It allows program managers and the head of evaluation to ensure that the data generated through the Performance Measurement Strategy can effectively support the evaluation and be available in a timely manner.

▶ *Additional Information* – This section provides additional information of interest regarding the Smart Cities Program. It includes the logic model that graphically depicts the outputs it intends to produce and the outcomes it expects to achieve. It also includes the program's financial information.

This PM Strategy was prepared by INFC's Smart Cities Challenge Office, with the support of an INFC's various branches. INFC's Office of the Chief Audit and Evaluation provided advice on the PM Strategy and provided the Evaluation Strategy.

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[1] Treasury Board Secretariat (2010). *Supporting Effective Evaluations: A Guide to Developing Performance Measurement Strategies.* Retrieved from https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/centre-excellence-evaluation/guide-developing-performance-measurement-strategies.html
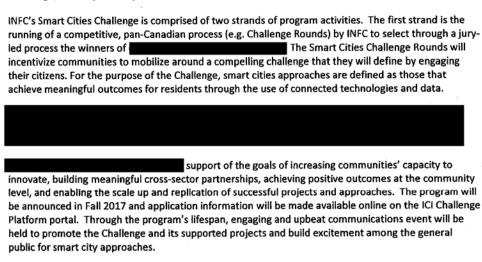
October 20, 2017

1.0 Program Overview

1.1 Overall purpose and objectives

The Smart Cities Challenges is part of a number of policy innovation initiatives announced in Budget 2017 to rely on challenge-based approaches, to solve big challenges facing Canadians and their communities. The Smart Cities Challenge is advanced by INFC under the auspices of the Privy Council Office's Impact Canada Initiative (ICI).

Specifically, the Smart Cities Challenge will allocate its budget of $300 million over 10 years, starting in 2017-18, to encourage communities of all sizes from across the country take bold action to improve outcomes for their residents by applying a smart cities approach that leverages connected technologies and data. The Challenge model incents communities to adopt a multi-sectoral approach to problem solving. The process requires the full engagement of residents, while requiring that communities mobilize themselves to overcome historic institutional barriers to innovation.

1.2 Design, Delivery and Implementation

INFC's Smart Cities Challenge is comprised of two strands of program activities. The first strand is the running of a competitive, pan-Canadian process (e.g. Challenge Rounds) by INFC to select through a jury-led process the winners of ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓ The Smart Cities Challenge Rounds will incentivize communities to mobilize around a compelling challenge that they will define by engaging their citizens. For the purpose of the Challenge, smart cities approaches are defined as those that achieve meaningful outcomes for residents through the use of connected technologies and data.

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▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓ support of the goals of increasing communities' capacity to innovate, building meaningful cross-sector partnerships, achieving positive outcomes at the community level, and enabling the scale up and replication of successful projects and approaches. The program will be announced in Fall 2017 and application information will be made available online on the ICI Challenge Platform portal. Through the program's lifespan, engaging and upbeat communications event will be held to promote the Challenge and its supported projects and build excitement among the general public for smart city approaches.

1.3 Eligible Recipients

The following entities can apply for the Smart Cities Challenge: municipalities (local, or regional governments established by or under provincial or territorial statute) and Indigenous communities (First Nations, Métis and Inuit). To be inclusive of all Indigenous communities regardless of their legal form, the Indigenous communities are defined as 1) a band council within the meaning of section 2 of the *Indian Act;2) a* First Nation, Inuit or Métis government or authority established pursuant to a Self-Government Agreement or a Comprehensive Land Claim Agreement between Her Majesty the Queen in right of Canada and an Indigenous people of Canada that has been approved, given effect and declared valid by federal legislation; 3) a First Nation, Inuit or Métis government that is established by or under

legislation, whether federal or provincial, which incorporates a governance structure; 4) other indigenous groups and organisations acting on their behalf (e.g., non-affiliated urban indigenous groups, non-status first nations and communities of the Métis Nation). Applicants are eligible insofar as they represent an identifiable community and are responsible for services in that community. A combination of organizations listed above can also apply for prizes.

1.4 Financial contributions

2.0 Need for the Program

Context

In the 2016 Fall Economic Statement, the government announced its intent to launch the Smart Cities Challenge to accelerate the planning and adoption of innovative urban infrastructure. Participants will create ambitious plans to improve the quality of life for urban residents, through better city planning and implementation of clean, digitally connected technology.

Budget 2017 reemphasized this intent by committing to take more innovative approaches to solving some of Canada's biggest challenges and pursuing experimental programming to improve results. Consequently, INFC is launching the Smart Cities Challenge (the Challenge) under the auspices of the Privy Council Office's Impact Canada Initiative (ICI). The ICI was created in part in response to the recommendation of the Minister of Finance's Advisory Council on Economic Growth recommendation to rely on challenged-based or outcomes-based funding models to foster cross-sectoral collaboration and reward results. The ICI also fulfills the President of the Treasury Board's mandate to devote a fixed percentage of government program funds to experimentation.

To that end, the Smart Cities Challenge's funding of $300 million represents a very small portion of the $81 billion allocated for the Investing in Canada Plan but consists of a very significant departure from current INFC practices. At present, federal funding for infrastructure is predominantly allocated through bilateral agreements with provinces and territories based on allocation formulas or through smaller capacity-building programming delivered through the Federation of Canadian Municipalities. Through the Challenge's rollout, INFC will be experimenting with more hands on program delivery mechanism. This experience is expected to loop back into broader INFC programming in the form of lessons learned and new policy best practices helping to increase the overall impacts of its program interventions. INFC's work is launching at a time of renewed emphasis on the need for government intervention to deliver measurable results for Canadians.

The next sections are devoted to demonstrating the appropriateness of the Smart Cities Challenge as a vehicle to drive policy innovation and resolve challenges in a manner that delivers meaningful impacts for communities and their residents.

Rationale

Canadian communities are evolving in a rapidly shifting landscape. In addition to the day-to-day imperative of keeping infrastructure and the services they support running smoothly, local governments are called upon to respond to an increasingly diverse range of social, environmental and economic issues. For example, with two-third of population growth in Canadian mid-sized to large cities attributable to international migration[2], local governments play an increasing role in the integration of migrants and refugees. Further, Canadian cities emit 42 per cent of Canada's GHG emissions according to the Stockholm Environment Institute[3], making communities key players in the pursuit of Canada's climate change goals. As in many industrialized countries, the drivers of economic development are increasingly community-based with quality of life becoming increasingly important to attract the highly-qualified human capital required to power modern industry.

New technologies have high potential to contribute to addressing these socioeconomic and environmental issues in an impactful manner. Technologies have also heightened residents' expectations, pressing communities to adopt new ways of interacting with citizens (e-participation), improve mobility (e.g.: automated vehicles for last mile transportation) and sustainability. For local governments these new technologies bring added complexity in their day-to-day operations but also tremendous opportunity.

Despite the wide range of application and high-potential to improve the efficiency of municipal infrastructure and services, the deployment of smart cities approaches by communities remains in the early stages. Financial barriers are commonly reported as hindering the deployment of smart city projects in communities. That said, a survey of smart cities initiatives in the European Union indicated that almost all projects were expected to recover their costs in the short to medium term[4] indicating that financial hurdles can be greatly minimized by adequate planning.

That said, the capacity for appropriate smart city planning is lacking in many communities. According to a survey by Cisco, common hurdles to the rollout of smart cities approaches include the lack of clarity on the benefits of smart city technologies. Many communities are unable to forecast project results and assess the costs and benefits (e.g., the return) of their investments. This ability is further hampered by the lack of coordination and collaboration among city stakeholders and conflicting community priorities which limits the capacity of communities to innovate.

The Smart Cities Challenge Rounds are designed to incent communities to mobilize their residents, internal resources and seek external partners around a shared challenge to overcome barriers to innovation. The Challenge model incents communities to adopt a multi-sectoral approach and seek the full engagement of their residents, key success factors in many smart city projects[5], towards solving their community's challenges. Core design features of the challenge rounds are intend to incent communities to adopt behaviours that are key for an institution such as a local government to increase its ability to innovate.

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[2] https://www.policyschool.ca/wp-content/uploads/2017/05/Mid-Sized-Cities-Tassonyi.pdf

[3] https://www.sei-international.org/mediamanager/documents/Publications/Climate/Cities-low-carbon-future-2015-Canada-briefing.pdf

[4] http://www.europarl.europa.eu/RegData/etudes/etudes/join/2014/507480/IPOL-ITRE_ET(2014)507480_EN.pdf p.11

[5] *Idem*

The Smart Cities Challenge is modelled after the United States' Department of Transportation Smart Cities Challenge which tasked cities to develop Smart cities Plans in partnership with local governments, citizens, businesses and civil society. The United States' experience has indicated that for communities to fully benefit from the Challenge's experience and develop implementable projects that capacity building assistance was hugely beneficial.

2.1 Alignment with government priorities

The program funding complements existing departmental programming, helping Canadians benefit from world-class, modern public infrastructure, with a specific emphasis on improving the quality of lives in our communities through the novel application of technology and the leveraging of data.

The Challenge complements other Government of Canada initiatives. By incenting the use of innovative approaches in communities, the Challenge will be aligned with the goals of the Innovation and Skills Plan announced in Budget 2017 as it will increase the market demand for cutting-edge technologies. It is expected that projects will come forward that will have positive environmental benefits, helping reduce GHG emissions in Canadian communities, in alignment with the Pan-Canadian Framework.

2.2 Target population

Communities of all sizes across all Canadian regions, including First Nations, Inuit and Métis communities, are the target population for the activities contemplated by the program.

2.3 Stakeholders

The primary stakeholders of the Smart Cities Challenge are communities that either compete directly in the challenge rounds or
Other stakeholders are organizations such as provinces and territories, public utility service providers, firms, not-for-profits, research and community organizations involved in projects as indirect stakeholders.

ATIA - 21(1)(a)
ATIA - 69(1)(g) - (a)

2.4 Governance

INFC's Smart Cities Challenge Directorate has overall responsibility for the Smart Cities Challenge's delivery and will engage in three different types of agreements under the Challenge's auspices: 1) granting agreements with the finalists, 2) contribution agreements with the winners and 3) ▮▮

INFC will require an oversight committee (OC) for each contribution agreement with winning communities, co-chaired by federal and winning project officials, ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮ to monitor and assess compliance with the contribution agreement's objectives. Prior to entering in contribution agreements with winning communities, INFC will perform a risk assessment which will also lead to the development of risk mitigation measures included in the oversight and control mechanisms in the contribution agreement and the Oversight Committee.

The adjudication of the Challenge rounds and selection of projects will be done by a jury under guidance provided by the Minister of Infrastructure and Communities. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
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2.5 Resources

To support delivery of the Smart Cities Challenge, INFC is seeking new funding ▮▮▮▮▮▮▮▮
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▮▮▮▮▮▮▮▮▮▮▮▮▮ The remaining funding is to be provided as Grants and Contributions funding as stated above in the financial contributions section. A funding table provided on the next page outlines the program requirements. The complete funding profile for the Smart Cities Challenge is available in the "additional information section of this document.

3.0 Performance Measurement Framework

This section presents the results narrative of the Smart Cities Challenge on which the performance measurement framework and the logic model in the additional information section is built. The narrative below describes the program theory, the relationships between each program components and the identification of possible risk factors that could influence the program's ability to achieve its expected outcomes. The logic model itself is presented following the narrative.

3.1 Results model narrative

A graphic representation of the Smart Cities Challenge logic model is provided in the additional information section.

3.2 Program theory

The program theory for the Smart Cities Challenge program is based on INFC launching three pan-Canadian competitions incenting Canadian communities of all sizes to engage with residents and

stakeholders to develop compelling smart city proposals. ████████████

████████████████████████████████████ Participation in Challenge rounds will make communities acquire new behaviours with respect to project planning, partnership building, and experimentation such as pilots and trials, thereby increasing their institutional capacity to innovate.

Through the Challenge rounds, the selection of projects which are truly exemplary, innovative and whose impact is transformative will lead to measurable and measured positive outcomes for communities. Experience with these projects will be amplified through engaging communications by INFC and ████████████ with the view to elevate the profile of the winning projects and inspire other communities to replicate and scale-up their successes.

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3.3 External risk factors that may affect program success

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3.4 Activities and outputs

Inputs: The Smart Cities Challenge will be equipped with the following inputs: 1) staffing; 2) funding; 3) IT platforms; and 4) partnerships ████████████ experts and a jury. The Smart Cities Challenge and its partners will carry out the following main activities:

Activities & Outputs

Program promotion: The program will be announced through a high-profile launch event in Fall 2017. Program information such as the applicant guide containing all Challenge requirements and eligibility rules will be released simultaneously. In anticipation of the launch, INFC officials have undertaken consultations and outreach in all regions of Canada to drum up interest for the program. Several communications events are planned post-launch to maintain a high profile for the Challenge and provide visibility for the successful projects.

Challenge Rounds Process: Eligible recipients are Canadian communities[6]. Formal applications will be submitted by applicants through the IT platform at the initial and final intakes of the Challenge rounds. Projects submitted must meet broad eligibility parameters and their qualitative merits will be assessed on the basis of the publicly available criteria by INFC staff, experts and the jury. Ultimately successful applications will be those which, based on the above-noted criteria, can most meaningfully advance program objectives[7]. ██

Grants and community support: ██████████ finalist communities will receive grants of up to ████████ to further develop, plan and undertake training or other forms of experimentation in anticipation for the Challenge rounds final intake and implementation (if successful). Finalists will also have access to the activities and the advisory services of ████████████████████████ described below.

Contribution agreements towards project delivery: The winning communities will undertake the funded projects which will involve achieving important outcomes for their communities through the deployment of connected technology and data. Outcomes are expected to further the advancement of the Investing in Canada's Result and Delivery Charter objectives. It is expected that community engagement and partnerships formed during the Challenge rounds would be sustained to support the successful implementation of projects through in-kind and financial support. Communities will measure the effectiveness of projects vis-à-vis their intended outcomes by comparing progress to a baseline established at the project's onset. Under the terms of the contribution agreements, disbursement will be contingent on the achievement of milestones towards outcomes.

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Program management: Finalist and winning communities must possess the capability to monitor, measure and report on the success of their project in order to secure payments under the outcomes-based contribution agreements. All recipients of funding will carry out the required reporting on

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[6] Municipalities and local or regional governments established by or under provincial or territorial statute and all forms of indigenous communities (First Nations, Inuit or Métis) provided that applicants represent an identifiable community and are responsible for the provision of services in that community.

[7] Program objectives are 1) to improve institutional capacity to innovate, 2) the creation of multi-stakeholders and partnerships and networks; 3) to achieve measurable outcomes for communities and 4) promote the replicability and scalability of successful approaches.

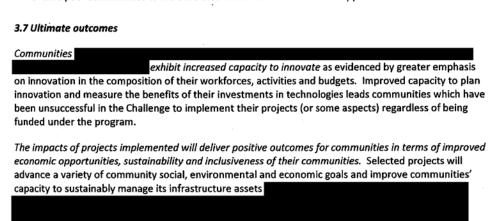activities, outputs and outcomes as specified in their contribution agreements. ███████████████

3.5 Immediate outcomes

The first Smart Cities Challenge Round is launching and communities of all sizes across all regions of Canada are preparing project applications. At this stage, it is expected that applicants are beginning to engage and consult with their residents on their projects and are beginning to form multi-stakeholder partnerships to advance project definition and ultimately implementation. This process is expected to be repeated twice more for Round 2 and Round 3. Through the three rounds, INFC will accumulate information about community priorities and capabilities through administrative data collected in Challenge applications. ████████████████████████████

3.6 Intermediate outcomes

Winning projects under the Smart Cities Challenge begin to be implemented under the terms of outcomes-based contribution agreements. Projects from all rounds are being implemented with the involvement of their multi-stakeholder partners. Communities gather early indication of results through robust performance measurement methods enabling them to demonstrate progress vis-à-vis the baseline measured at the projects onset and trigger the disbursement of payments under the terms of outcomes-based contribution agreements. Course corrections are implemented as required to ensure success. Engaging communications will continue to raise awareness of project outcomes.

Communities take part in networking and knowledge dissemination activities to share the lessons learned on successful smart city projects. This sharing of lessons learned and information on what works will enable peer communities to increase their awareness of smart cities approaches benefits.

3.7 Ultimate outcomes

Communities ████████████████████████ *exhibit increased capacity to innovate* as evidenced by greater emphasis on innovation in the composition of their workforces, activities and budgets. Improved capacity to plan innovation and measure the benefits of their investments in technologies leads communities which have been unsuccessful in the Challenge to implement their projects (or some aspects) regardless of being funded under the program.

The impacts of projects implemented will deliver positive outcomes for communities in terms of improved economic opportunities, sustainability and inclusiveness of their communities. Selected projects will advance a variety of community social, environmental and economic goals and improve communities' capacity to sustainably manage its infrastructure assets ████████████████████████████

Ultimately, the information gathered on community capacity and priorities as well as INFC's overall experience with the Smart Cities Challenge will lead to the mainstreaming of new best practices into INFC and ICI programming.

**Page(s) 13 to 16
are excluded
pursuant to paragraph
69(1)(g)re(a)
of the *Access to Information Act***

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**La/les page(s) 13 à 16
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
69(1)(g)re(a)
de la *loi sur l'accès à l'information***

5.0 Evaluation Strategy

Infrastructure Canada develops a risk-based Integrated Audit and Evaluation plan (IAEP) which establishes the internal audit and evaluation on joint projects to be completed for a five-year period. The IAEP is developed in consultation with senior management and then presented to the Departmental Audit Committee (DAC) and the Performance Measurement and Evaluation Committee (PMEC) and approved by the Deputy Minister.

The IAEP for 2017-18 to 2021-22 includes a design and implementation evaluation of Smart Cities Challenge stream in 2020-21 to 2021-22 and would assess the need for and the performance of the design and delivery of the program, as well as the progress toward expected outcomes. As the Challenge is a merit-based program, this evaluation will focus on project selection criteria and processes in place to achieve expected results, including communication to the target audience. The evaluation will also assess whether lessons learned from past merit-based program evaluations (e.g., Green Infrastructure Fund) have been considered in the design and implementation of the Program.

That said, in view of the difficulty in forecasting project areas brought forward by proponents until the initial intake phase it is proposed that the evaluation strategy remains adaptive and cements its approach alongside baselining activities to ensure relevance of data points and general availability of data.

In accordance to best practices established by international organizations, the evaluation will combine a number of quantitative and qualitative methods (e.g. potentially case studies and indicator-based reviews) to complement the above methodology to provide a comprehensive understanding of program impacts for the public. This could involve relying on surveys and interviews with program stakeholders as they are generally used in program evaluation to provide additional context on a program's perceived relevance and performance by stakeholders.
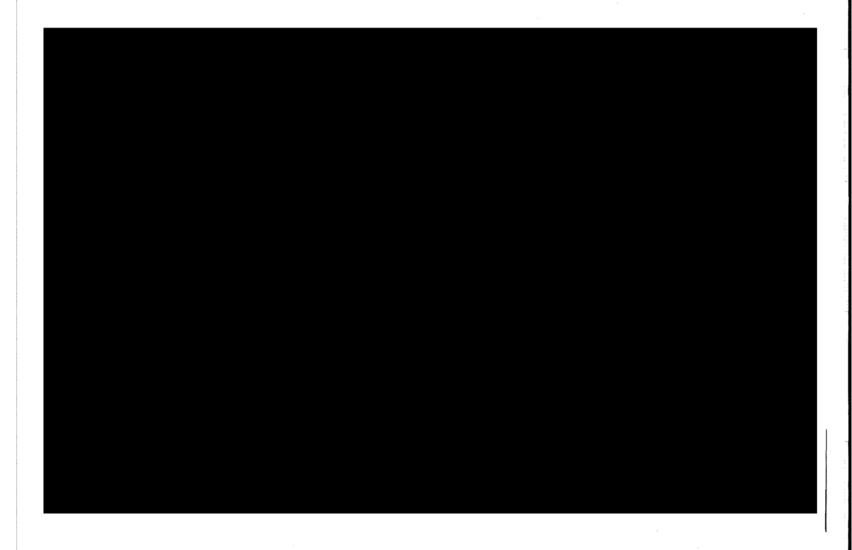
6.0 Data Strategy

INFC Smart Cities Challenge Directorate will measure results primarily by levering data from project-level reporting and reporting from partners on the outcomes of their activities.

Further data sets on the functioning of city systems will be created by the development and implementation of projects given the Challenge's emphasis on open data which could enable performance measurement.

The Smart Cities Challenge entails a high degree of contact with finalists and winners to help them in the development and implementation of their smart city projects. This will provide ample opportunities to access information, monitor projects, assess results and enable course corrections as required. As an information-intensive process, significant information can be leveraged from the benefit of other INFC programs as well as the ICI's operations.

The Smart Cities Challenge Directorate will provide data and results information on the Challenge for broader Investing in Canada Plan reporting on a quarterly basis to contribute to INFC's public reporting on the Plan as a whole.

Logic Model

Inputs such as staffing, grants and contributions, IT platform, and partnerships will be used to support the following activities:

- Program promotion
- Launch and adjudication of Smart Cities Challenge Rounds;
- Project delivery and management: winning communities implement their projects through outcomes-based contribution agreements;
- ████████████████████ capacity building though finalist grants.

Input, activities, outputs

Communities take part in the Challenge rounds, establish stakeholder partnerships and engage with their residents to define project parameters and build excitement.

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Immediate outcomes

With their partners' assistance and sustained community engagement, winning communities implement their projects through outcomes-based contribution agreements. Projects show early results.

Communities gain awareness of opportunities provided by smart cities approaches leading to replicability and scalability of projects.

Intermediate outcomes

Projects deliver outcomes in advancement of the Investing in Canada Results and Delivery Charter

Challenge's experience helps improve policymaking

Communities exhibit greater capacity to innovate.

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Ultimate outcomes

BRIEFING NOTE TO THE MINISTER

<u>APPROACH FOR ADDRESSING EXTENSION REQUESTS BEYOND MARCH 31, 2019
UNDER THE PUBLIC TRANSIT INFRASTRUCTURE FUND AND
THE CLEAN WATER AND WASTEWATER FUND</u>

(For Signature)

<u>ISSUE</u>

- The purpose of this note is to seek your direction on the extension of approved projects under the Public Transit Infrastructure Fund (PTIF) and the Clean Water and Wastewater Fund (CWWF) beyond March 31, 2019 (i.e. beyond Year 3).

<u>BACKGROUND</u>

Purpose of the PTIF and CWWF
- Introduced in Budget 2016, the PTIF provides short-term funding of $3.4 billion to help accelerate municipal investments to support transit systems and to foster long-term transit plans. The CWWF provides short-term funding of $2 billion to modernize water and wastewater infrastructure. Both programs originally required projects to be completed within two years in the provinces (by March 31, 2018) and for the CWWF in the three territories within three years (by March 31, 2019), subject to potential extensions by the Minister on a case-by-case basis.

Extension authorization
- The Minister of Infrastructure and Communities has the authority to extend deadlines for project completion and cost eligibility on a case-by-case basis, should there be a demonstrated need. To date, Infrastructure Canada (INFC) officials have indicated to provinces and territories that extensions would only be considered for one additional year (until March 31, 2019). The fiscal flexibility for extensions is supported by a reprofiling of $828 million from 2016–17 to 2018–19 approved by the Minister of Finance last year.

Funding approvals
- As of August 30, 2017, 1,084 projects had been approved under the PTIF, and 2,391 projects under the CWWF. (Note that all numbers in this document are based on all approved projects and not approved and announced, as is typical for public communications.) ███ ██

Limited construction starts and flow of funds
- Project approvals are progressing, but limited funding has flowed to project proponents. ██ ████████████ This is based ███████████ initial progress reporting; fall progress reports are being received now, and INFC will soon have a better picture of the status of projects. ██ ██

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| ATIA-14(a) | ATIA-69(1)(g)-(a) |
| ATIA-21(1)(c) | ATIA-69(1)(g)-(c) |
| ATIA-21(1)(d) |

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Expectations that more and longer extensions will be required

- A large number of further requests for extensions are expected this fall for various reasons.

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  Floods, forest fires and other natural disasters have also hampered project timelines in several jurisdictions.

- While INFC has consistently communicated that no extensions are being considered beyond a possible third year, there will likely be increasing pressure for longer extensions. ███

  ██████████████████████████████████████ Indeed, it is currently anticipated that the majority of approved PTIF and CWWF projects across most jurisdictions would require extensions not only for a third year, but beyond into a fourth year (i.e. 2019–20) and fifth year (i.e. 2020–21).

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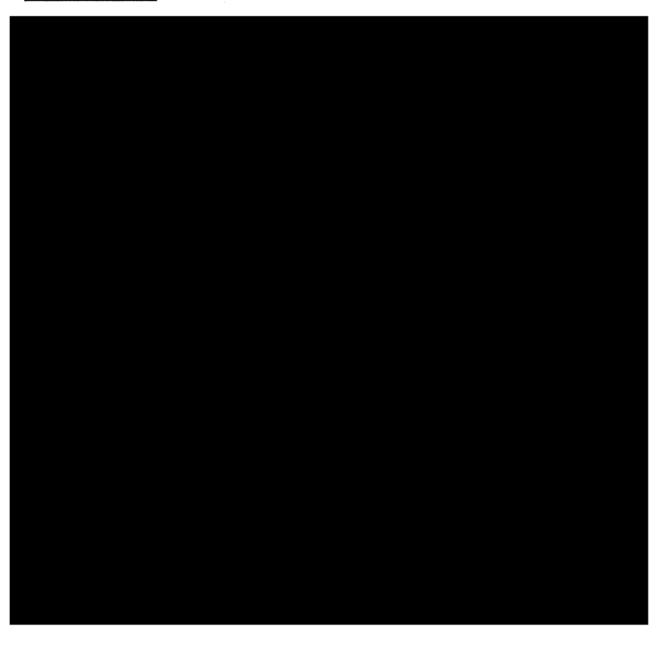
Potential to transfer unallocated or unspent funds to other programs

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CONSIDERATIONS

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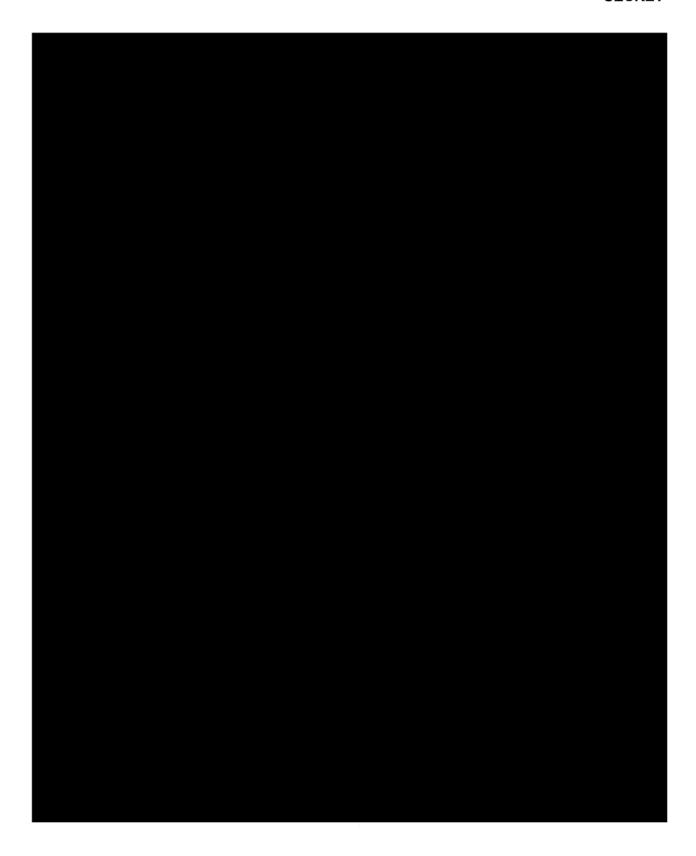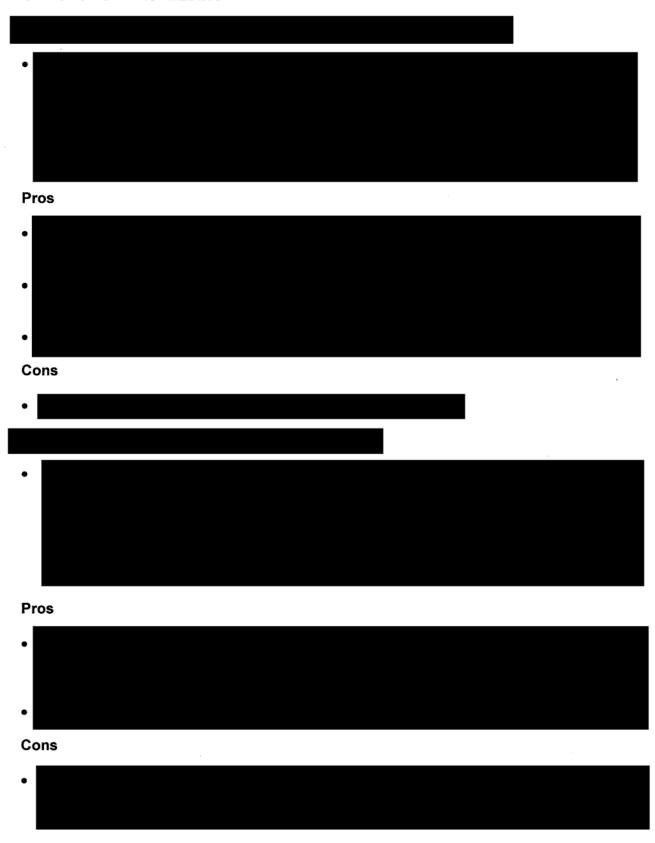
OPTIONS FOR PROCEEDING

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RECOMMENDATION

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NEXT STEPS

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- An engagement plan for communicating your preferred option to provinces, territories and community partners will be developed, supported by the development of a more general strategic communications plan.

- ██████████████████████████████████████

Jean-François Tremblay
Deputy Minister
Infrastructure and Communities

Date

Option 1: ☐ ████████████████████████████

Option 2: ☐ ██████████████████████

____ I approve.   ____ I do not approve.   ____ For discussion.

Amarjeet Sohi, P.C., M.P.
Minister of Infrastructure and Communities

Date

6

Clean Water and Wastewater Fund (as of August 30, 2017)

Province / Territory	Initial Available for Projects*	Under Review	Unallocated Amount	Projects granted extension to March 31, 2019
BC	$222,902,216			
AB	$196,714,129			
SK	$88,448,691			
MB	$94,298,274			
ON	$563,945,641			
QC	$360,136,656			
NB	$78,655,272			
NS	$86,000,337			
PE	$55,098,130			
NL	$70,600,134			
NT	$51,193,997			
NU	$50,823,435			
YT	$51,390,275			
National	$13,197,000			
Total	$2,000,000,000			

* Does not include administration funding for provinces and territories.

Public Transit Infrastructure Fund (as of August 30, 2017)

Province / Territory	Initial Available for Projects*	Under Review	Unallocated Amount	Projects granted extension to March 31, 2019
BC	$460,000,000			
AB	$347,190,000			
SK	$28,710,000			
MB	$82,011,600			
ON	$1,481,313,200			
QC	$914,472,900			
NB	$8,652,600			
NS	$31,878,000			
PE	$653,400			
NL	$4,940,000			
NT	$320,000			
YT	$890,000			
National	$22,340,000			
Total	$3,383,371,700			

* Does not include administration funding for provinces and territories.

7

SECRET

ATIA - 69(1)(g) - (a)
ATIA - 69(1)(g) - (c)
ATIA - 69(1)(g) - (e)

**DEPUTY MINISTERS MEETING ON THE
CANADIAN POVERTY REDUCTION STRATEGY**

NOVEMBER 1, 2017

**3:00 – 4:00 pm
140 Promenade du Portage,
Phase IV, 13th Floor,
Boardroom 13-010**

ANNOTATED AGENDA

1. **Welcome** (5 min – *Louise Levonian, DM ESDC*)

2. **Update on the Poverty Reduction Strategy** – (25 min -- Heather Sheehy, Associate ADM, Strategic and Service Policy Branch, ESDC)

- No documents have been shared for this meeting. ████████████████████
████████████

- The purpose of this item is to review the current status of the ███████████████
████████████████ Discussions with ESDC officials indicate the presentation will provide Deputies with an overview of the Strategy, including the diagnostique developed based on consultations, a proposed policy framework and next steps.

- ██
██
██
██

- ██
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- The Poverty Reduction Strategy that is publicly released, however, would be inclusive, making references to all activities across the federal government that have contributed, or will be contributing, to a reduction in poverty.

- ████████████████████████████████████

3. **What initiatives are planned/underway related to poverty reduction?** (25 min – Louise Levonian, DM, ESDC)

   To meet the goal of a whole-of-government approach to poverty reduction, ESDC is seeking input on their proposed storyline and is interested in how this Strategy might dovetail with other government departmental initiatives.

   Points to Register:

   - The Investing in Canada Plan includes more than $180 billion of investment in infrastructure over the next 12 years. As you know this infrastructure plan is **not only about creating long term economic growth but is also about building inclusive and sustainable communities**. So there are definite links to be made between what we are doing to build infrastructure in cities and communities and your efforts to create prosperous and resilient communities.

     o The **Community, Culture and Recreation Infrastructure stream** will fund projects that will result in improved access to, and increased quality of cultural, recreational and community infrastructure for Canadians, including Indigenous Peoples, and vulnerable populations. It will respond to the need for multifunctional spaces that provide a broad spectrum of services, engaging citizens from an array of backgrounds and neighborhoods.

     o But the links to poverty reduction are not limited to the Community and Culture stream or the Social Infrastructure stream. There will be a story to tell from **Public Transit and the Green streams**. Sound public transit benefits low-income families. Investing in climate change adaptation will particularly benefit vulnerable families living in the North.

     o You could also refer to the **Smart Cities Challenge** in your Strategy. I understand we are using a similar funding approach (to the Poverty Reduction innovation fund) to solicit innovative ideas from PTs and municipalities, Indigenous groups, civil society, businesses and individuals on how to use technology and data to improve livability and opportunities for the city and its people.

     o As we negotiate bilateral agreements with provinces and territories we are also trying to negotiate what we call horizontal reporting requirements. We are currently consulting on the development of a **Community Employment Benefits Reporting Framework** with PT partners, industry

representatives, National Indigenous Organizations and key stakeholders. This framework is designed to foster inclusive economic growth, focussing in particular on how infrastructure projects might be used to promote jobs for under-represented groups – the same groups you are targeting as low-income populations. We are still in the early stages of negotiating this framework. But our officials should work together to make sure our work is complementary.

- Finally, I would note that INFC is investing in improved data collection and measurement under the **Data and Research Strategy** to provide various levels of government with improved knowledge and information regarding Canada's infrastructure. We received 68M over 11 years to develop this strategy. I encourage your officials to speak to mine to determine opportunities for collaboration going forward.

4. **Wrap up and Next Steps** (5 min, Louise Levonian, DM, ESDC)

Infrastructure
Canada

ROUTE SLIP/BORDEREAU D'ACHEMINEMENT

TO DEPUTY MINISTER/AU SOUS-MINISTRE

PURPLE DOCKETS/
DOSSIERS MAUVES

TO/À (TITLE/TITRE)	ACTION	INITIALS/ INITIALES	DATE
Director/ Directeur ou Directrice	For approval/Pour approbation	DM	APR 0 5 2017
Director General/ Directeur général ou Directrice générale	For approval/Pour approbation		APR 0 5 2017
Assistant Deputy Minister/ Sous-ministre adjoint	For approval/Pour approbation		APR 0 5 2017
Executive Correspondence Unit/ Unité de la correspondance exécutive	For review/Pour révision		Apr. 6
Deputy Minister/ Sous-ministre	For information and/or signature Pour information et/ou signature		

REMARKS/ REMARQUES

➤ Consultation ☐ Yes/Oui (Please specify/Veuillez préciser)
    X No/Non

➤ Translation/Traduction ☐ Yes/Oui
    X No/Non (Rationale/Justification)

CONTEXT FOR THE DOCUMENT/CONTEXTE DU DOCUMENT :

NCR Interprovincial Transit (23 Mar 2017)

FROM/DE	DATE	TELEPHONE/TÉLÉPHONE
Ben Laserson	4-April-2017	613-946-7885

Canada

Infrastructure
Canada

Ottawa, Canada
K1P 0B6

Quite Interesting [handwritten]

BRIEFING NOTE TO THE DEPUTY MINISTER

INTERPROVINCIAL TRANSIT IN THE NATIONAL CAPITAL REGION

(For Information)

ISSUE

- The following provides an overview of the National Capital Commission's (NCC) plans to facilitate the advancement of an Interprovincial Transit Strategy in the National Capital Region (NCR).

BACKGROUND
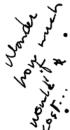
- On February 27, 2017, officials from the NCC met with Infrastructure Canada (INFC) to discuss the Government of Canada's Investing in Canada Plan. The NCC outlined its unique role as an asset owner and provider of municipal benefits, as well as a possible facilitator of a strategy for interprovincial transit in the NCR.

- The *Interprovincial Transit Strategy for Canada's Capital Region*, published in January 2013, was a collaborative effort led by the NCC, the Société de transport de l'Outaouais (STO) and the City of Ottawa as funding partners, with the participation of the Ville de Gatineau. It presents a vision of sustainable mobility and environmentally friendly transportation through five pillars: transit city building; a focus on the user; operations; infrastructure; and, governance. The report presents an analysis of issues and proposals, contributions from public engagement and ideas from an international panel of transit professionals. The report also offers sets of solutions for each pillar, as well as general recommendations for the intermediate term.

Wonder how much would it [handwritten note] — To that end, the Strategy recommends the achievement of short- to medium-term objectives: taking steps to work collaboratively towards establishing a seamless and unified interprovincial transit network and service; providing an extension of Ottawa's O-Train service between Gatineau and Ottawa via the Prince of Wales Bridge; and, conversion of the STO Rapibus bus rapid transit (BRT) corridor to rail.

cost... [handwritten] — The Strategy identifies several additional public transit or transportation infrastructure solutions that could be considered medium- to long-term funding pressures. These include:

  o the NCC's proposed Downtown Circulator, a bus service running through and connecting the downtown cores of Gatineau and Ottawa. The NCC has noted that an interprovincial transit loop service was implemented in the past, called "VISIBUS"; however, the service was eliminated due to lack of funding and insufficient marketing to residents as it focused solely on tourism ridership;

  o Ottawa Light Rail Transit Stage 2 (OLRT2); and,

  o transit along a future East-end bridge spanning the Ottawa River.

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Canada

- The report acknowledges that solutions, particularly those dealing with the pillars of governance, infrastructure and operations, require further study.

CONSIDERATIONS

- The NCC is a federal Crown corporation, created through the *National Capital Act*, with responsibilities for planning, as well as taking part in the development, conservation and improvement of Canada's Capital Region. As a federal Crown corporation, it owns and is responsible for the management of infrastructure assets including roads and bridges, recreational trails, parks and related real properties. Typically, federal assets are ineligible under INFC's suite of federal infrastructure programs ███████████████████

- As municipalities with public transit systems, both Gatineau and Ottawa are eligible recipients under current infrastructure funding programs. Under future infrastructure programs, both cities are expected to bring forward public transit infrastructure priorities through their respective provincial governments. Ottawa has already identified the OLRT2 as a priority for federal public transit funding. It is not clear what Gatineau's transit priorities may be under the Public Transit Infrastructure Fund. ██

- While the *Interprovincial Transit Strategy* is a somewhat dated document, the spirit of greater coordination that it reflects appears to continue as a priority for Ottawa and Gatineau. On January 19, 2017, while attending an NCC board meeting, both Ottawa Mayor Jim Watson and Gatineau Mayor Maxime Pedneaud-Jobin announced their commitment to making transit in the NCR more seamless. This includes coordinating transfer points between the two cities' transit services, and the presence of STO buses on Ottawa roads.

- Despite continued interest in a regional, integrated approach to transit planning, Mayor Watson affirmed that jurisdictional and governance issues are significant challenges. ██

NEXT STEPS

- Once the programming under the Investing in Canada Plan is implemented, INFC will be in a position to assess specific proposals from eligible recipients that may align with an interprovincial transit strategy, should these be identified as priorities by the respective provinces.

2

- INFC will remain receptive to engagement with the NCC, the City of Ottawa and Ville de Gatineau, should any of these partners wish to discuss, or otherwise advance, interprovincial transit initiatives.

Jeff Moore
Assistant Deputy Minister
Policy and Communications

Attachments:

Annex A – Executive Summary: Interprovincial Transit Strategy

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ANNEX A

Connecting Communities

An Interprovincial Transit Strategy

What is the Interprovincial Transit Strategy?

The core areas of Gatineau and Ottawa form an interconnected community, economy and environment. Increasingly, politicians and decision-makers from all levels of government are working closer together to better coordinate planning for the region as a whole.

In keeping with this, the Interprovincial Transit Strategy is a collaborative effort led by the National Capital Commission (NCC), the Société de transport de l'Outaouais (STO) and the City of Ottawa with the participation of the City of Gatineau. Together these partners are committed to making the National Capital Region (NCR) a more vibrant, liveable and attractive place, with less reliance on private automobiles.

The urban area of the NCR is well served by transit, with both OC Transpo and STO providing extensive services. However, coordinated planning is required for the challenges that lie ahead.

With an emphasis on sustainable mobility and environmentally-friendly transportation, the Strategy paints a picture of what the future will look like with a more seamless, interconnected transit system serving Ottawa and Gatineau. It proposes a wide range of forward-looking solutions that collectively will meet the needs of the residents, businesses and tourists of Canada's Capital to the year 2031.

The Strategy is the result of a large scale public engagement program, which takes into consideration global best practices, and includes policy, operational and infrastructure improvements. It proposes solutions that range from joint working initiatives that could be set in motion quickly, to more complex infrastructure and technology requirements that require further study.

As a whole, the Strategy will serve as a roadmap to regional officials on how to address the Region's growth challenges while maximizing existing and future opportunities. It will help inform the planning and development of the area for the next several decades, and result in initiatives that reduce current impacts on the environment, while enabling vital functions such as employment, retail, culture and education to flourish.

***

The NCC has retained the services of MRC, AECOM, and PACE Public Affairs and Community Engagement to assist it in this process.

Key Issues that the Strategy Looks to Address:

- ♦ Increase of interprovincial mobility demand due to population and employment growth

- ♦ Intense activity during the day:
  - * Business travel
  - * Personal shopping trips
  - * Tourists traveling between attractions

- ♦ Heavy traffic during peak travel times

- ♦ Limited, expensive parking in the core

- ♦ Negative impact on residents, property owners and the urban ambience in the downtown cores

- ♦ Current service inconveniences for commuters

- ♦ Lack of promotion for sustainable mobility initiatives

January 2013

Today's Transit Challenges in the National Capital Region

The Region's core is an intense hub of economic, social and tourism activity. As travel, job opportunities and other activities increase, the area is becoming more interconnected. The NCR, with a current population of over 1 million and employment of over 600,000, will continue to grow. As a result, there will be increased pressure on the urban environment and infrastructure, with more people living, working and commuting between and within the core, affecting quality of life and mobility.

It is within this context that the Strategy looks to identify integrated transit solutions as a key to enabling a forward-looking vision of sustainable mobility and environmentally-friendly transportation. These solutions build on the many initiatives underway in the Region to help address today's transit challenges.

Quality of the Urban Environment

Currently, there are limited transportation options in the NCR due to urban rights-of-way which favour private automobiles. This combined with a lack of mixed-use development and poor transit station design negatively impact the urban environment.

Operational Issues

There are many issues impacting interprovincial transit operations. These include service focused primarily on the core areas, high volumes of buses, inefficiencies in bus routing and a lack of midday interprovincial transit services.

Managing Traffic Congestion in the Downtown Cores

The downtown cores of Ottawa and Gatineau are experiencing high levels of congestion as well as limited and expensive parking, making car travel less attractive. Increased demand is being placed on transit resulting in more and larger buses. Streets such as Albert and Slater in Ottawa and Laurier and Maisonneuve in Gatineau are heavily impacted.

Infrastructure Planning

Regional planning of transit infrastructure is complicated in the NCR. There are a number of governing institutions, each with its own approach to land use and transportation planning. There are also varying funding and governance arrangements, focusing on local priorities, not regional ones.

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A Vision to Connect Communities

The Strategy is a set of solutions that, collectively, will bring about positive change and a desired future for the NCR. It will maintain and improve the area's environment and quality of life, while also promoting an integrated economy.

Once implemented, the Region will be more vibrant, liveable and attractive, with less reliance on private automobiles. Future planning will be coordinated as one area. With new development projects being located where they can easily be served by fast and efficient transit, people will be able to choose from several mobility options, including car, transit, walking and cycling or combinations of any of these modes. New transit infrastructure will attract high-valued and higher density, mixed-use development, which in turn will encourage and support transit ridership. The result will be attractive alternatives to single occupancy vehicle trips.

Interprovincial transit passengers will benefit from easy, convenient and user-focused services. Schedules will be better coordinated. There will be a common brand, website, call centre, fare collection system and sales centre. Information and other services will be uniform throughout the Region, with easier access to ticketing options using the web, smart cards or mobile phones. Stations will be improved with more public art to enhance the sense of community and to highlight unique local features.

Transit operations will be modified to allow non-downtown trips to avoid travelling through the core areas, making better use of the existing Champlain Bridge and a future east-end bridge.

A new "Downtown Circulator" will encourage off-peak transit use by workers, visitors and residents traveling between city cores. It will consist of a looped transit route that extends across the Ottawa River connecting government facilities and major tourist destinations.

New infrastructure will be developed throughout the planning horizon. In the short term, STO will launch Rapibus in 2013, which will operate as a trunk and feeder system, reducing transit vehicle volumes that travel into downtown Ottawa. The introduction of articulated buses for STO Rapibus routes will further reduce the number of buses. In the medium term, the City of Ottawa's O-Train will be extended across the Prince of Wales Bridge to Gatineau to provide alternatives for non-downtown trips. The bridge could incorporate a cantilevered structure to accommodate pedestrians and cyclists.

By 2018, the City of Ottawa's light rail system, with its downtown tunnel, will be in service reducing the number of buses that operate on Albert & Slater Streets in Ottawa's downtown.

The Rapibus system will ultimately reach full capacity, at which time conversion to a rail technology would be required. Services will need to be coordinated such that the rail networks in Ottawa and Gatineau meets the needs of the user and provides a seamless connection to both core areas.

The Strategy provided all levels of government with effective mechanisms to build on the cooperative relationship that currently exists, allowing for the implementing of the Strategy's solutions.

The Five Pillars of the Strategy

The Strategy is supported by Five Pillars that were developed and analyzed with the contributions of the public, key stakeholders and an international panel of transit professionals. While each pillar is complementary, they play specific roles in describing the Vision that serves as the foundation for the Strategy.

The Five Pillars are:

<div align="center">

Transit City Building

Focusing on the User

Operations

Infrastructure

Governance

</div>

The Strategy links mobility management principles and policies with specific solutions developed from the public's input and detailed technical analysis. The proposals and recommendations identified under each Pillar will work together to bring the Region closer to achieving a vision of integrated sustainable mobility.

The *Transit City Building Pillar* sets out guiding principles and policies for maximizing transit planning to achieve a liveable and dynamic Capital Region.

The *Focusing on the User Pillar* outlines the elements that need to be addressed to achieve a seamless, easy and compatible interprovincial transit service, putting the needs of the users first.
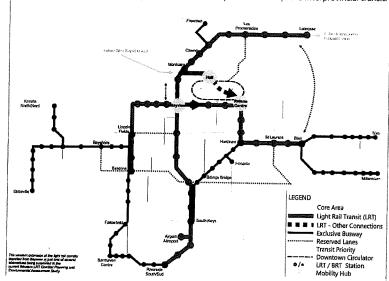
The *Operations Pillar* suggests how transit services could be modified / provided without considering additional infrastructure and how the two transit networks can work more closely and seamlessly over time.

The *Infrastructure Pillar* identifies projects to develop a fully integrated and modern transit system.

The *Governance Pillar* describes various governance arrangements that could be considered to best implement the Strategy within the Region's complex jurisdictional and political environment.

<div align="center">ii</div>

Recommended Rapid Transit Network for 2031

The schematic rapid transit map below presents the recommended network for 2031. It includes both planned infrastructure as well as proposed transit service operations to improve interprovincial transit.

LEGEND

Core Area
Light Rail Transit (LRT)
LRT – Other Connections
Exclusive Busway
Reserved Lanes
Transit Priority
Downtown Circulator
o/● LRT / BRT Station
Mobility Hub

By 2021 the following transit network elements should be implemented:
+ Rapibus service in Gatineau;
+ Phase I of the Ottawa LRT (Blair Station to Tunney's Pasture);
+ Extension of O-Train to Gatineau;
+ Proposed "Downtown Circulator" service;
+ Reserved transit lanes through the core areas;
+ Maximize the use of the Champlain Bridge;
+ Development of mobility hubs (O-Train/LRT/Rapibus/Bus/BIXI/Car-share).

The 2031 transit network includes the following additional elements:
+ Completion of Phase II of the Ottawa LRT (Tunney's Pasture to Baseline & North-South LRT);
+ Upgrade of Rapibus to rail with coordinated service to both downtown Gatineau and Ottawa;
+ Transit service on new east-end bridge.

Public Engagement

The Strategy's public engagement program was designed to engage, in a meaningful way, a broad range of citizens and stakeholders in a dialogue around how best to enhance transit service between the downtown cores of Ottawa and Gatineau. The ideas, opinions and needs that were heard as part of this process are reflected in the solutions identified in the Strategy report.

Considerable effort was made to proactively engage citizens who would not normally take part in public consultation. Their voices, as well as others who participated, were invaluable to the process.

The consultation program was comprised of four phases which ran from April 2009 until August 2010. A wide variety of activities were developed

to encourage meaningful exchanges. These included:

+ Public Open Houses
+ Facilitated discussions ("Interconnect Café")
+ Online surveys
+ Project website
+ Stakeholder focus groups
+ Numerous other options to submit feedback.

All comments received during the consultation program have been considered and greatly informed the consultant team in the development of the solutions that make up the Interprovincial Transit Strategy. Overall, a seamless, easy to use, frequent and reliable service was the most sought after element for the interprovincial transit service.

Making it Real

Each solution proposed as part of this Strategy will require analysis of the governance structure required to develop and implement it, as outlined below:

+ All partners and stakeholders should support and "own" the Strategy.

+ Members of the public should be well-informed of the Strategy and the progress of individual initiatives.

+ A formal monitoring process should be developed. This should include the governance, delivery mechanisms and timelines.

+ If monitoring shows that the overall objectives of the Strategy are not being met, partners should agree on a management solution.

+ Partners should prioritize necessary action according to shared objectives and available resources.

+ Risks to delivery of the action plan items should be understood and managed.

Study Partners:

NCC CCN
Canadä
Ottawa
STO
Ville de Gatineau

Study Team:

MRC McCORMICK RANKIN
AECOM
Pace
Public Affairs & Community Engagement

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A Comprehensive Action Plan

<table>

2013 → **2031**

Pillar	Short Term	Medium Term	Long Term
Transit City Building	• Develop station area plans to incorporate mixed-use development • Develop street design plans that provide clear and direct connections between transit stations and key destinations • Develop public engagement strategies related to transit city building • Prioritize the pedestrian experience through policies and design criteria for areas surrounding stations • Encourage accessibility for all, including ramps, elevators and amenities to attract riders of all ages and abilities • Incorporate sustainability into all aspects of design	• Establish a parking management strategy for the entire region • Plan for transit-oriented development opportunities to maximize accessibility and encourage transit through denser mixed-use communities around transit stations • Coordinate bicycle strategies between Ottawa and Gatineau • Align all relevant planning visions across the NCR to enable people to move efficiently and seamlessly through the cores	• Create a coordinated public realm strategy supporting streetscape redevelopment (coordinate with station design and mobility plans) • Create unique identities for neighbourhoods and destinations by developing distinctive experiences, improved signage and urban design, to maintain the character of the neighbourhood
Focusing on the User	• Provide coordinated transit information • Improve customer service • Develop accessibility policies and standards • Create a common interprovincial branding plan	• Examine fares and ticketing practices for both agencies • Review standards and systems (transit stops, accessibility and fare media) for both agencies • Improve and expand transit priority measures such as "bus-only" lanes	• Provide a fully integrated transit network that will appear seamless to the users • Develop a regional mobility management model that will encourage the use of multiple sustainable transportation modes
Operations	• Review interprovincial services to improve the transit experience for the user • Develop a plan to better coordinate service control such as compatible communication systems • Develop a plan to improve service reliability • Create more opportunities for reserved transit lanes • Develop a new "Downtown Circulator" transit service to connect major destinations in the core areas, running throughout the day	• Increase surface transit capacity through cores to meet increasing demand • Review service standards and fare policies leading to consistency between the two systems • Remove other barriers to joint operations (such as labour agreements and data collection), with a view to streamlining services • Maximize use of the Champlain Bridge for transit to relieve pressure on core area bridges and other transit infrastructure	• Provide transit routes on the planned east-end bridge connecting to key rapid transit stations in both Ottawa and Gatineau • Conduct a region-wide review of short and medium term solutions that have been undertaken to create further efficiencies. The review could impact existing transit planning and surrounding transit-supportive development
Infrastructure	• Undertake further analysis of LRT routes and technologies • Implement Rapibus in Gatineau (currently under construction) • Phase 1 of the Ottawa east-west Light Rail project operational	• Extend O-Train to Gatineau via Prince of Wales Bridge • Develop well-connected and easy to use transfer stations	• Expand north-south LRT to Gatineau (upgrade of the O-Train) • Upgrade Rapibus to LRT
Governance	• Establish a coordinating tripartite body to implement the Strategy • Establish a joint advisory and monitoring board • Establish protocols for collaboration at operational level • Establish a body to oversee operation of the "Downtown Circulator"	• Continue working jointly at all operational levels (both STO and OC Transpo working as if they were a single transit network) • Adopt a joint policy and collaborative planning arrangement enabling the agencies to work as if they were a single planning region	• Develop a collaborative planning model

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SCENARIO NOTE

Meeting between
Deputy Minister and Associate Deputy Minister of Infrastructure and Communities and
Grand Chief Doug Kelly, Chair of First Nations Health Council

Date/Time:	Wednesday, April 19, 2017 – 4:00 to 5:00 p.m.
Location:	427 Laurier Avenue West, 10th Floor, Reception Area
Subject:	Deputy Ministers' Meeting with Grand Chief Doug Kelly, Chair of First Nations Health Council (FNHC) on Social Determinants of Health in British Columbia (BC) First Nations
Participants:	Grand Chief Doug Kelly (**Annex A:** Biography) Jean-François Tremblay, Deputy Minister, Infrastructure Canada Yazmine Laroche, Associate Deputy Minister, Infrastructure Canada

Departmental Objectives:

To better understand provincial and First Nation community infrastructure priorities that affect health outcomes in order to coordinate with federal partners in the development of effective overall federal infrastructure policies and programs (**Annex B**: Key Messages).

Stakeholder Objectives

In the context of the work of the FNHC, Grand Chief Kelly wishes to continue discussions initiated with the Deputy Minister and Minister last year concerning the following subjects:

1. Creation of a bilateral work plan between FNHC and INFC (as has been done with the other participating departments) that describes mechanisms and expectations for engagement with BC First Nations, with the understanding that the work plans will support the alignment of federal engagement agendas (**Annex C**: Notes from February 14, 2017 meeting);

2. In the context of Budget 2017, discuss new approaches to First Nations infrastructure investment in BC, to close the infrastructure gap between BC First Nations and other British Columbians.

Background

First Nations Health Council and Social Determinants of Health

FNHC provides health care governance and advocacy on behalf of BC First Nations. In 2016, the FNHC and BC entered into a Memorandum of Understanding setting out a regional engagement process, a key aim of which is a 10-year strategy shared between the Government of Canada, the Province of BC, and BC First Nations to address social determinants of health for BC First Nations.

To support this regional engagement process, federal Deputy Ministers (Health Canada, Indigenous and Northern Affairs Canada (INAC), Employment and Social Development Canada, and Public Safety) along with officials from Justice and Privy Council Office, agreed to meet with FNHC twice annually.

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Canada

At the first meeting (November 2016), the issue of engagement on housing, infrastructure, and early childhood development was raised, leading to INFC's subsequent inclusion in this forum.

Towards this, FNHC would work with each department to develop a bilateral work plan that outlines a set of core activities and deliverables that align with and support the implementation of relevant priorities. It was decided that Health Canada would collate the bilateral work plans with the intent of preparing an overall integrated work plan that can be used to track progress. Work-planning is well underway with Health Canada, INAC and ESDC with discussions continuing with PSC and Justice.

You and INFC Deputy Ministers met with Grand Chief Kelly on December 7, 2016, during which infrastructure pressures in BC First Nation communities were discussed - in particular those that affect health outcomes.

At the most recent meeting between the FNHC and federal Deputy Ministers in February 2017 (INFC did not participate),

Other items discussed include:
- FNHC and federal departments will continue to develop work plans with the understanding that these will be rolled up prior to the next meeting in May, 2017;
- It was recommended that Assistant Deputy Ministers and Directors General from each department operationally support the development of the work plans.

Canada's Long-Term Infrastructure Plan

The Government of Canada has committed to a renewed nation-to-nation relationship with Indigenous peoples based on recognition of rights, respect, cooperation and partnership. This includes working with provinces, territories, First Nations, and others to implement Calls to Action of the Truth and Reconciliation Commission, which include establishing measurable goals to identify and close the gaps in health outcomes between Indigenous and non-Indigenous communities.

INFC is interested to know how funding delivered through bilateral agreements with provinces and territories could complement funding delivered through INAC and Health Canada, which continue to be the lead departments responsible for most of the priority infrastructure needs of First Nations.

To inform an approach to the Long-Term Infrastructure Plan, this meeting is an opportunity to advance engagement towards identifying infrastructure pressures that exist in First Nation communities, understanding their challenges in accessing infrastructure funding, and, from the perspective of social determinants of health, how social infrastructure can play a role.

Attachments:

Annex A – Grand Chief Doug Kelly Biography
Annex B – Key Messages
Annex C – Notes from February 14, 2017 FNHC and Federal Deputy Ministers Meeting

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Grand Chief Doug Kelly

Grand Chief Doug Kelly is a founding member of the First Nations Health Council and was elected as Chair in June 2010.

Grand Chief Doug Kelly has more than 25 years of leadership experience, including four terms as Chief of Soowahlie, eight years as Tribal Chief and Officer for the Stó:lō Tribal Council, and key leadership positions with the First Nations Summit Political Executive, founding Chair of the British Columbia First Nations Fisheries Council, and the British Columbia Treaty Commission.

Mr. Kelly has 13 years experience in senior management positions, including senior leadership roles with the First Nations Chiefs' Health Committee, Stó:lō Nation, and Stó:lō Tribal Council. He also led the development of Stó:lō Health Transfer, Stó:lō Child Welfare, and other programs, including fisheries and economic development.

Doug is married, with a blended family of six adult children; he resides on the Soowahlie Indian Reserve located near Cultus Lake, British Columbia.

KEY MESSAGES

Investing in Canada Plan

- Budget 2017 builds upon previous investments under the Investing in Canada Plan and proposes key investments that will benefit Indigenous communities.

- These investments include $4 billion of dedicated funding that INAC will deliver to improve infrastructure in Indigenous communities – to build and improve housing, water treatment systems, health facilities and other community infrastructure.

- Other targeted infrastructure funding announced in Budget 2017 includes:

  o $225 million to ensure culturally appropriate and affordable housing for Indigenous peoples not living on-reserve;

  o $300 million to provide targeted support for northern housing.

- The Investing in Canada Plan will also deliver $33 billion under Integrated Bilateral Agreements between Infrastructure Canada and provincial and territorial governments targeting:

  o Public transit ($20.1 billion);

  o Green infrastructure ($9.2 billion), including $400 million for the Arctic Energy Fund;

  o Cultural and recreational infrastructure ($1.3 billion); and

  o Infrastructure for rural and northern communities ($2 billion) in recognition of the distinct needs of rural and northern communities.

- We are committed to engaging with Indigenous partners to ensure that investments lead to meaningful results.

- For example, we want to ensure broad eligibility for Indigenous communities and groups, both on and off-reserve.

- We are considering imposing a minimum level of community and cultural investments for Indigenous peoples.

Bilateral Work Plan between INFC and FNHC

- Infrastructure Canada is supportive of the work being undertaken between federal departments and the First Nations Health Council.

- I am interested to learn about the infrastructure priorities for First Nations communities in British Columbia, including those that influence health outcomes and what role social infrastructure can play on social determinants of health.

Meeting between the FNHC and Federal DMs on the SDOH

Date:	Tuesday, February 14, 2017 1:00pm – 3:00pm EST	Location:	Boardroom 1550C, 70 Colombine Driveway, Brooke Claxton Building
Co-Chairs:	Grand Chief Doug Kelly and Simon Kennedy	Minutes Prepared by:	FNHC Secretariat

First Nations Health Council	Government of Canada
Grand Chief Doug Kelly Ernest Armann Bev Lambert Gwen Phillips Paul Sam Matthew Kinch (Senior Advisor) Christine Stahler (Executive Director)	Hélène Laurendeau, DM, INAC Simon Kennedy, DM, HC Christine Donoghue, ADM, HC Louise Levonian, DM, ESDC Gina Wilson, ADM, PS Les Linklater, PCO Sony Perron, SADM, HC Kate Rafter, A/DG, ESDC Paula Isaak, ADM, INAC Nathalie Drouin, ADM, DOJ Linda Dolan, A/ADM, DOJ

Setting the Context:

- Grand Chief Doug Kelly provided an update on progress in discussions with federal departments. It was noted that the FNHC and INAC will be concluding an agreement to reform services for First Nation children and families in BC. The FNHC is beginning to plan the next set of Regional Caucus sessions for April and May of this year.
- The FNHC will be meeting with the provincial Deputy Ministers responsible for social policy on March 2nd to review new priorities outlined in the Ministry Service Plans for 2017/18.

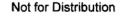**Joint Workplans for 2017/2018:**

[REDACTED]

Discussion:

- The discussion at the federal level can be connected to work underway in BC to develop a set of wellness-based indicators. It was noted that the BC Provincial Health Officer (PHO) and FNHA Chief Medical Officer (CMO) have been collaborating on a new framework for tracking health and wellness outcomes of First Nations in BC.
- There is an opportunity to promote more integration between federally and provincially funded services, including the concept of flexible funding envelopes where First Nations can pair investments with wellness priorities.
- It was noted that some of these discussions will need to be reframed. For example, concepts of poverty and wealth from an Indigenous perspective relate more to children and family wellbeing then concepts of income and employment.
- There needs to be a focus on common sense solutions and root causes. As an example, mental health and wellness and the availability of basic social services in community is a contributing factor to the current situation across sectors.

Collaborative Approaches:

Discussion:

- As Health Canada is the signatory to the Framework Agreement, the department will continue to maintain a catalytic role.
- It was recommended that ADMs and DGs from each department operationally support the development of the workplans.
- There is a need to find a collective focus, possibly on First Nations children and family wellbeing.
- It was recommended that the FNHC and DMs focus on the development of the workplans first. The development of a Terms of Reference will signal a degree of formality that may limit the flexibility of these discussions.
- It was recommended that the table focus on a set of core priorities, ensure accountability through regular meetings of the FNHC and the DMs, and assign ADMs or DGs to operationally support the development and implementation of the workplans.
- The preamble of the workplan can contain components of a Terms of Reference, including the purpose and frequency of meetings with the DMs.
- The agreed upon frequency of meetings with federal DMs does not limit the ability of the FNHC to meet with DMs or ADMs directly to support the implementation of specific priorities identified.
- It was noted that Sony Perron and Paula Isaak will be the lead contacts for the work of the FNHC and DMs.

Next Steps
- FNHC and Departments will continue to develop workplans with the understanding that these will be integrated prior to the next meeting between the FNHC and DMs in May.
- Schedule two meetings for the 2017/18 FY:
  - Meeting in May to assess progress in developing integrated workplan
  - Meeting in November to assess progress in the implementation of activities and problem solve as appropriate.
- FNHC and DMs to meet more frequently as required to advance agreed upon activities.

BRIEFING NOTE TO THE MINISTER

INFRASTRUCTURE CANADA'S 2016–2017 PUBLIC ACCOUNTS

(For Information)

ISSUE

- The purpose of this note is to inform you that the 2016–2017 Public Accounts of Canada are likely to be tabled in the House of Commons by the President of the Treasury Board during the week of October 2, 2017.

OVERVIEW

- The Public Accounts of Canada is the annual financial report of the Government of Canada, prepared by the Receiver General, based on information reported by departments, as required by section 64 of the *Financial Administration Act*. The report covers the financial transactions of the Government during the fiscal year ending March 31, 2017.

- The Public Accounts of Canada is produced in three volumes:

  - **Volume I – Summary Report and Consolidated Financial Statements**
    Presents the audited consolidated financial statements of the Government, as well as additional financial information and analyses; a discussion and analysis of the financial statements and a 10-year comparison of financial information; analyses of revenues and expenses, and of asset and liability accounts; and various other statements.

  - **Volume II – Details of Expenses and Revenues**
    Presents the financial operations of the Government, segregated by department, and is designed to reflect as closely as possible the form and content of Part II of the Main Estimates. The information related to Crown corporations is included in this volume.

  - **Volume III – Additional Information and Analyses**
    Presents supplementary information and analyses, such as detailed information relating to Professional and Special Services, Acquisition of Land, Buildings and Works and Transfer Payments.

CONSIDERATIONS

- In 2016–2017, Infrastructure Canada (INFC) spent a total of $3.2 billion, which was $2.1 billion less than authorized, explained as follows:

  - **Operating – $74.3 million less** ███████████████████████████
    ██
    ██
    ██

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- **Capital** – $97.5 million less ██████
  ████████████████████████████████████
  ████████████████████████████████████

- **Grants and Contributions** – $1.97 billion less ████████
  ████████████████████████████████████

- INFC is working with central agencies to re-profile transfer payment funds through the Annual Reference Level Update, to meet the cash-flow needs of recipients. In addition, the Department will seek to re-profile funds related to the bridges.

- INFC has a liability in the amount of $1.2 billion, which reflects the construction costs for the New Champlain Bridge Corridor Project incurred by the private partner, but not yet invoiced to Infrastructure Canada.

NEXT STEPS

- The 2016–2017 Public Accounts of Canada will be posted on the Receiver General for Canada website once they are tabled in the House of Commons, anticipated the week of October 2, 2017.

- Communications has reviewed the Public Accounts plates and will prepare proactive media lines.

- Departmental officials are available to provide a briefing if desired.

_____   _____
Kelly Gillis   Date
Deputy Minister
Infrastructure and Communities

2

PROTECTED B

BRIEFING NOTE TO THE MINISTER

DEPARTMENTAL RESULTS FRAMEWORK -- PRESENTATION DECK FOR TREASURY BOARD

(For Signature)

ISSUE

- You will be making ████████████████████████████ on the department's proposed Departmental Results Framework.
- In preparation for this presentation, all materials, including ████████████████ ████████████████████████████████████

BACKGROUND

- In accordance with the Treasury Board Policy on Results, all departments must develop a Departmental Results Framework for Treasury Board approval by November 1st, 2017. This framework will replace the existing reporting structure (Program Alignment Architecture or PAA) that is used in the Estimates process.

- ██

- ██

- ██

- ██ - but in a format provided by TBS, which we are hoping to receive from them early next week.

1

CONSIDERATIONS

- Your office was briefed on the Departmental Results Framework in March, in August and in September 2017.

- In this framework there are six results, ███████████████████████████ as well as indicators for each result.

- Over the summer, the department, in discussion with your office, adjusted some of its indicators in order to respond to TBS comments that the indicators be directly attributable to federal funding, rather than about broad systemic change ██████████████████

- Note that the proposed Departmental Results Framework and the proposed Program Inventory documents are in English (attached) with French translations to follow.

RECOMMENDATION

- It is recommended that you approve the presentation deck by October 2, 2017.

NEXT STEPS

- ██ that is being prepared separately, and will be submitted for your approval early the week of October 2, 2017.

- The department is ready to provide a briefing to you and your staff on this deck.

- Departmental officials will be preparing speaking points once the deck is approved that will be shared with your office in advance of the Treasury Board presentation and they will also be available to offer briefings.

_____   _____
Kelly Gillis   Date
Deputy Minister
Infrastructure and Communities

___ I approve.   ___ I do not approve.   ___ For discussion.

_____   _____
Amarjeet Sohi, P.C., M.P.   Date
Minister of Infrastructure and Communities

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**Page(s) 51 to 59
are excluded
pursuant to paragraph
69(1)(e)
of the *Access to Information Act***

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**La/les page(s) 51 à 59
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conformément aux dispositions de paragraphe
69(1)(e)
de la *loi sur l'accès à l'information***

Page(s) 60 to 79
are excluded
pursuant to paragraph
69(1)(g)re(a)
of the *Access to Information Act*

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La/les page(s) 60 à 79
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
69(1)(g)re(a)
de la *loi sur l'accès à l'information*

Infrastructure
Canada

Ottawa, Canada
K1P 0B6

BRIEFING NOTE TO THE DEPUTY MINISTER

DEPARTMENTAL RESULTS FRAMEWORK:
PREPATORY DOCUMENTS FOR A TB SUBMISSION

(For Signature)

ISSUE

- The purpose of this note is to seek your approval and signature for the preparatory documents related to INFC's Departmental Results Framework (DRF). These preparatory documents must be submitted to the Treasury Board Secretariat (TBS) so that a "DRF-specific" TB submission package can be generated.

BACKGROUND

- ██

- The following preparatory documents must be submitted to TBS as soon as possible to generate a "DRF-specific" TB submission:

██

- ██

- ██

CONSIDERATIONS

- In accordance with the TB Policy on Results, the DRF must be approved before November 1, 2017. This is to allow sufficient time for the preparation of the financial management reporting systems for fiscal year 2018-19.

- ██

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Canada

RECOMMENDATION

- It is recommended that you approve and sign the Confirmation Letter (Annex 1) as soon as possible to minimize the risk of a late TB submission.

NEXT STEPS

- You will accompany the Minister ████████████████████

Darlene Boileau
Assistant Deputy Minister
Corporate Services

_X_ I approve. ___ I do not approve. ___ For discussion.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Oct 3/17
Date

Attachments:

████████████████████

2

Annex 1

**Page(s) 83 to 84
are excluded
pursuant to paragraph
69(1)(g)re(a)
of the *Access to Information Act***

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conformément aux dispositions de paragraphe
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de la *loi sur l'accès à l'information***

Annex 2

INSTRUCTIONS TO COMPLETE THE DEPARTMENTAL RESULTS FRAMEWORK TEMPLATE
IMPORTANT NOTE: SUBMISSIONS WITH ANY MODIFIED OR BROKEN FORMATS (e.g. DROP-DOWN CELLS) WILL NOT BE APPROVED AND WILL BE RETURNED TO DEPARTMENTS WITH THE RESTORED FORMATS FOR

<u>Please read these instructions carefully before starting</u>
Please complete and review the following six tabs <u>in order</u> in both official languages by entering data or selecting it from the drop-down menu, where indicated.

Note: Where provided, you <u>must</u> use the drop-down menus. Each drop-down menu has been pre-populated by an official source

Complete **tab 1** (CR - RE) by selecting your department and entering <u>**all your Core Responsibilities**</u> and providing a brief <u>**description**</u> in English and French. Do not include Internal Services. The information for Internal Services will automatically be populated in tab 6 - IS - SI based on the size of your organization.

Core Responsibilities describe high-level domains in which the department acts or has authority to operate on behalf of Canadians. Core Responsibilities can be derived from the department's guiding legislation, its mandate, mission, and raison d'être. Alternatively, Core Responsibilities may also be derived from departments' business lines, significant budget allocations or key programming which reflects its mandate and mission.

Core Responsibilities are intended to:
• Reflect the department's "key domains of activity" (i.e. what parts of Canadian life it affects and what context it works in) rather than the changes it is seeking to make
• Be enduring rather than short-term
• Be comprehensive – except for internal services, Core Responsibilities should be at a high enough level to encompass the full scope of the department's role and spending.
Core Responsibilities are worded as short titles rather than outcome or action statements. For example: "Celebration, Symbols And Heritage"; "Sport"; "Immigration"; "Energy"; "Secure Borders"; "Tax Services". They also must include a one or two-sentence description.

Although there is no set limit, **large departments** are typically expected to have **no more than five Core Responsibilities** and **small departments no more than two**.

Complete **tab 2** (Results-Résultats) by entering **all of your Departmental Results** (English and French) and the **link to the appropriate Core Responsibility** identified in **tab 1** (populated automatically based on your input in tab 1).
- One or more Departmental Results should be identified for each Core Responsibility.
- Departmental Results are the changes that the department seeks to influence, or to achieve for Canadians.

Departmental Results:
• Should be high-level and enduring (i.e. they should generally represent the ongoing or long term goals of the department) in terms of their Core Responsibilities.
• They should identify the key changes that the department is seeking in a Core Responsibility. Departments, particularly large departments, should not seek to develop a Departmental Result to represent each Program.
• There is no maximum number of Departmental Results but departments are encouraged to think strategically to identify the fewest number of results needed to tell a meaningful performance story.

Complete **tab 3** (Indicators - Indicateurs) by entering **all the Departmental Result Indicators related to each identified Departmental Results** in **tab 2** (Results - Résultats). **Each Departmental Result** should have at **least one** indicator. Please identify the following:
- Departmental Result Indicator
- Data type --- Is the indicator a number, a range, a percentage, etc. ?
- Data source(s) --- What is the primary source of information for the indicator (e.g. survey, database)?
- Data collection frequency --- Is data against the indicator collected quarterly, annually, etc.?
- Data Owner --- Who is responsible for data collection (i.e. organization, individual) ?
- Methodology --- How is the indicator calculated? Including:
    Rationale (i.e. how indicator relates to the result): …
    Calculation / formula: …
    Baseline: …
    Definition(s): … (e.g. where specific terminology is used)
    Note(s): … (i.e. additional information on the indicator)

An indicator should correspond to a factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Complete tab 4 (PI-RP) by entering all your Programs that make up your Program Inventory and providing a brief description in English and French. Attribute each identified Program in your Program Inventory to only ONE Core Responsibility by using the drop-down menu and include the position (group) of the Program Official designated under subsection 4.3.6 of the Policy on Results.
- A Program should correspond to individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.
- The Program description communicates the overall nature and raison d'être of a Program. Its intent is to provide readers with a clear understanding of what the Program is about by outlining its key components.

Complete tab 5 (PI - DR Tags - RP-RM Étiquettes), where applicable, by assigning linkage tags for each Program to **Departmental Results** (where applicable, up to a maximum of 8) --- Programs can be linked to more than one Departmental Result in their Core Responsibility. However, they cannot be linked to a Departmental Result outside of the Core Responsibility to which their resources are attributed.
Complete tab 6 (PI Tags - RP - Étiquettes), where applicable, by assigning linkage and descriptive tags for each Program, including: - **Government Spending and Outcome Areas** (Maximum 1 - Mandatory); - **Mandate Letter Commitments** (where applicable - maximum 5) - **Target Groups** (at least 1 to a maximum of 3) --- Target group refers to a group of people or organizations that a Program is intended to impact (e.g. seniors); and, - **Method of Intervention** (at least 1 to a maximum of 2) ---- Refers to the means by which policy objectives are pursued. It is the method used by a Program to achieve a desired outcome (e.g. regulations, transfer payments, etc.). Note that each Program should have one primary method of intervention. However, in exceptional cases, a secondary method of intervention may also be tagged, for example, if a Program maintains both grants and contributions. - **Horizontal Initiative** (where applicable, up to a maximum of 3) --- An initiative in which partners from two or more federal organizations have established a formal funding agreement (e.g. Memorandum to Cabinet, Treasury Board submission) to work toward achieving shared outcomes.
Review **tab 6** (IS - SI) which has been automatically populated based on the size of your organizations and note any comments, in both official languages, in the appropriate columns.
Please modify cell sizes in each template as you see fit by adjusting the **height of the row** and/or the **width of the column** where the cell is located. - To adjust **row height**: position your cursor over the **row line** (i.e. between any two numbers **left of** column A) then click, hold and drag up or down. - To adjust **column width**: position your cursor over the **column line** (i.e. between any two letters above row 1) then click, hold and drag left or right. For example, to adjust the width of this cell: position cursor over the column line between letters B and C then click, hold and drag to the right (to increase the width) or to the left (to decrease the
Submit your **approved template** to EMAIL to your Results Analyst and your Program Sector analyst by DATE **along with your Deputy Head and CFO Confirmation.**
Complete the **Program Inventory Structural Template** that will be sent to you following reception of this approved template.
If you have any questions please contact your Results analyst
For more information, please visit the Results Portal

Definitions

Core Responsibility (responsabilité essentielle): An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Data Collection Frequency (fréquence de la collecte des données): The frequency of data collection against the indicator, e.g. quarterly, annually, etc.

Data Source (source(s) de données): What is the primary source of information for the indicator (e.g. survey, database)?

Data Type (type de données): Is the indicator a number, a range, a percentage, a percentage increase, qualitative, etc.?

Departmental Result (résultat ministériel): Departmental Results represent the changes departments seek to influence. Departmental Results are often outside departments' immediate control, but they should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel): A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats): Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Government of Canada Outcome (résultat attendu): Long-term and enduring benefits to Canadians that more than one federal department or agency is working to achieve. For example, An Innovative and Knowledge-based Economy.

Horizontal Initiative (initiative horizontale): A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency) as a horizontal initiative for managing and reporting purposes.

Mandate Letter Commitment (engagement de lettre de mandat): A commitment included in a ministerial mandate letter.

transfer payments).

levels.

Results.

Target (cible): What is the level of performance the Program plans to achieve? Information on the date by which the target should be achieved should also be recorded where relevant.

Target Group (group cible): Refers to a group of people or organizations that a Program is intended to impact (e.g. seniors).

Threshold Values (Seuil pour les indicateurs de rendement): Values that identify an upper and lower limit for a target within which a result would be considered within an acceptable range of performance. Where a target is a specific number, the performance achieved may be close but not equal to the target. In such cases, the threshold identifies the range around the target for which the performance is still considered to acceptable. Where the target is a range, the threshold automatically adopts the same values as the target. Qualitative targets do not typically have thresholds. Please

INSTRUCTIONS POUR REMPLIR LE MODÈLE DU CADRE MINISTÉRIEL DES RÉSULTATS
REMARQUE IMPORTANTE : UNE PRÉSENTATION COMPRENANT DES FORMATS MODIFIÉS OU BRISÉS (P. EX. DES CELLULES DÉROULANTES) NE SERA PAS APPROUVÉE, MAIS SERA RETOURNÉE AUX MINISTÈRES AVEC LES FORMATS RESTAURÉS AUX FINS DE REMPLISSAGE.

Veuillez lire attentivement ces instructions avant de commencer

Veuillez remplir et examiner les six onglets suivants en ordre dans les deux langues officielles en entrant les données ou en les sélectionnant dans le menu déroulant, à l'emplacement indiqué.

Remarque : Le cas échéant, vous devez utiliser les menus déroulants. Chaque menu déroulant a été rempli préalablement par une source officielle.

Remplissez l'**onglet 1** (CR - RE) en sélectionnant votre ministère, en entrant toutes vos **responsabilités essentielles** et en fournissant une **brève description** en français et en anglais. N'incluez pas les services internes. Les renseignements pour les services internes seront automatiquement remplis en fonction de la taille de votre organisme, à l'onglet 6 (IS - SI).

Les responsabilités essentielles décrivent des domaines de haut niveau où le ministère agit ou a le pouvoir d'exploiter au nom des Canadiens. Les responsabilités essentielles peuvent être tirées des lois directrices du ministère, de son mandat, de sa mission, et de sa raison d'être. Autrement, les responsabilités essentielles peuvent également provenir des secteurs d'activité, des importantes allocations budgétaires ou des programmes clés du ministère qui reflètent son mandat et sa mission.

Les responsabilités essentielles doivent :
• Tenir compte des « principaux secteurs d'activité » du ministère (c'est-à-dire, les parties de la vie canadienne qu'il touche et le contexte dans lequel ça fonctionne) au lieu des modifications qu'il veut apporter.
• Être durables au lieu d'être à court terme.
• Être exhaustives – à l'exception des services internes, les responsabilités essentielles doivent être d'un niveau assez élevé pour englober la portée globale du rôle et des dépenses du ministère.
Les responsabilités essentielles sont formulées comme des titres abrégés au lieu d'énoncés de résultats ou de mesures. Par exemple : « Célébration, symboles et héritage »; « Sport »; « Immigration »; « Énergie »; « Frontières sécurisées »; « Services fiscaux »; entre autres. Elles doivent également comprendre une description en une ou deux phrases.

Même si aucune limite n'est établie comme une règle, les **grands ministères** ne doivent généralement pas avoir plus de **cinq responsabilités essentielles** et les **petits ministères, pas plus de deux responsabilités essentielles**.

Remplissez l'**onglet 2** (Results-Résultats) en entrant **tous vos résultats ministériels** (anglais et français) et le **lien vers la Responsabilité essentielle** appropriée indiquée à **l'onglet 1** (remplie automatiquement selon l'information fournie dans l'onglet 1).
- Un ou plus d'un résultat ministériel doit être indiqué pour chaque responsabilité essentielle.
- Les résultats ministériels sont les changements sur lesquels le ministère veut exercer une influence ou qu'il veut réaliser pour les Canadiens.

Résultats ministériels :
• Ils doivent être de haut niveau et durables (c'est-à-dire, ils doivent généralement représenter les objectifs en cours ou à long terme du ministère) en fonction de ses responsabilités essentielles.
• Ils doivent indiquer les changements clés que le ministère vise dans une responsabilité essentielle. Les ministères, les grands en particulier, ne doivent pas chercher à élaborer un résultat ministériel pour représenter chaque programme.
• Il n'existe pas de nombre maximal de résultats ministériels, mais on encourage les ministères à réfléchir de façon stratégique afin de définir le nombre minimal de résultats nécessaires afin de fournir un historique en matière de rendement significatif.

Remplissez l'**onglet 3** (Indicators - Indicateurs) en entrant **tous les indicateurs de résultat ministériel liés à chaque résultat ministériel indiqué à l'onglet 2** (Results - Résultats). Chaque résultat ministériel doit avoir **au moins un indicateur**. Veuillez indiquer les suivants :
- Indicateur de résultat ministériel;
- Type de données --- Est l'indicateur d'un nombre, d'une fourchette, ou d'un pourcentage, entre autres?
- Source(s) de données --- Quelle est la source principale de renseignements pour l'indicateur (par exemple, sondage, base de données)?
- Fréquence de collecte de données --- Les données concernant l'indicateur sont-elles recueillies chaque trimestre ou chaque année, entre autres;?
- Responsable des données --- Qui est chargé de la collecte de données, c'est-à-dire, une organisation ou une personne, entre autres?
- Méthodologie --- Comment l'indicateur est calculé? Incluant:
    Justification (c'est-à-dire, comment l'indicateur est lié au résultat) :
    Calcul / formule :
    Base de référence :
    Définitions : (par exemple, lorsqu'une terminologie spécifique est utilisée)
    Remarques : (c'est-à-dire, des renseignements supplémentaires sur l'indicateur)

Un indicateur doit correspondre à un facteur ou une variable fournissant un moyen valable et fiable de mesurer ou de décrire les progrès réalisés par rapport à un résultat ministériel.

Remplissez l'**onglet 4** (PI-RP) en entrant **tous les programmes qui composent votre Répertoire des programmes** et en fournissant une **brève description** en français et en anglais. Attribuez chaque programme indiqué dans votre Répertoire des programmes à UNE seule Responsabilité essentielle à l'aide du menu déroulant. De plus, veuillez inclurer la position (groupe) du responsable de chaque programme, qui sont désignés au paragraphe 4.3.6 de la Politique sur les résultats.
- Un Programme doit correspondre à des services et activités – pris séparément ou en groupe – ou une combinaison des deux, qui sont gérés ensemble au sein du ministère et qui portent sur un ensemble déterminé d'extrants, de résultats ou de niveaux de services.
- La description du programme communique la nature globale et la raison d'être d'un programme. Son objectif est de fournir aux lecteurs une compréhension claire du programme en mettant en relief ses composantes clés.

Remplissez l'onglet 5 (PI - DR Tags - RP-RM Étiquettes), le cas échéant, en **attribuant des étiquettes de lien pour chaque programme** à un r**ésultat ministériel** (s'il y a lieu, jusqu'à un maximum de 8) --- les programmes peuvent être liés à plus d'un résultat ministériel dans leur responsabilité ministérielle. Ils ne peuvent pas être liés à un résultat ministériel en dehors de la Responsabilité essentielle à laquelle leurs ressources sont attribuées.
Remplissez l'onglet 6 (PI Tags - RP - Étiquettes), le cas échéant, en **attribuant des étiquettes de lien et descriptives pour chaque programme**, y compris les suivants :   - **Secteurs des dépenses et des résultats du gouvernement** (maximum de un - Obligatoire).   - **Engagements de la lettre de mandat** (s'il y a lieu, jusqu'à un maximum de 5).   - **Groupes cibles** (au moins 1 jusqu'à un maximum de 3) --- « Groupe cible » fait référence à un groupe de personnes ou d'organisations sur lequel un programme prévoit avoir des répercussions (par exemple, aînés).   - **Méthode d'intervention** (au moins 1 jusqu'à un maximum de 2) ---- Fait référence aux moyens par lesquels les objectifs de la politique sont poursuivis. Il s'agit de la méthode utilisée par un programme afin d'obtenir un résultat souhaité (par exemple, règlements, paiements de transfert, entre autres). Veuillez noter que chaque programme doit avoir une méthode principale d'intervention. Toutefois, dans des cas exceptionnels, une méthode secondaire d'intervention peut également être étiquetée, par exemple, si un programme tient à jour les subventions et les contributions.   - **Initiative horizontale** (s'il y a lieu, jusqu'à un maximum de 3) --- une initiative où les partenaires d'une ou de plus d'une organisation fédérale ont conclu une entente de financement officielle (par exemple, Mémoire au Cabinet, présentation au Conseil du Trésor) pour travailler vers l'obtention de résultats communs.
Examinez l'onglet 7 (IS - SI) qui a été automatiquement rempli en fonction de la taille de votre organisation et notez tous les commentaires, dans les deux langues officielles, dans les colonnes appropriées.
Veuillez modifier la taille des cellules dans chaque modèle comme bon vous semble en ajustant la **hauteur de la ligne** et/ou la l**argeur de la colonne** où se trouve la cellule.   - Pour ajuster la **hauteur de la ligne** : placez votre curseur sur la **ligne** (c'est-à-dire, entre deux chiffres à gauche de la colonne A) puis cliquez, maintenez et faites glisser vers le haut ou vers le bas.   - Pour ajuster la l**argeur de la colonne** : placez votre curseur sur la ligne de la colonne (c'est-à-dire, entre deux lettres en haut de la ligne 1) puis cliquez, maintenez et faites glisser à gauche ou à droite.   Par exemple, pour ajuster la largeur de cette cellule : placez le curseur sur la ligne de la colonne entre les lettres B et C puis cliquez, maintenez et faites glisser vers la droite (pour augmenter la largeur) ou vers la gauche (pour réduire la largeur).
Présentez votre **gabarit, dûment approuvé**, à COURRIEL par DATE à votre analyste des résultats et à votre analyste du secteur des programmes avec la **confirmation de votre administrateur général et de votre dirigeant principal des finances**.
Remplissez le modèle structurel du Répertoire des programmes qui vous sera envoyé après la réception de ce modèle approuvé.
Pour toute question, veuillez communiquer avec votre analyste des résultats.
Pour d'autres renseignements, veuillez consulter le Portail des résultats

Définitions

Cadre ministériel des résultats (Departmental Results Framework) : Responsabilités essentielles d'un ministère ainsi que les résultats ministériels et les indicateurs de rendement qui s'y rapportent (pluriel : cadres ministériels des résultats).

cas échéant.

Engagement de lettre de mandat (Mandate Letter Commitment): Un engagement inclu dans la lettre de mandat ministérielle.

Fréquence de la collecte des données (Data Collection Frequency): Les données sur l'indicateur sont-elles recueillies chaque trimestre ou chaque année, entre autres?

Groupe cible (Target Group): « Groupe cible » renvoie à un groupe de personnes ou d'organisations sur lequel un programme est destiné à avoir une incidence (par exemple les personnes âgées). ministériel.

Initiative horizontale (Horizontal Initiative): Une initiative horizontale est une initiative dans le cadre de laquelle des partenaires, provenant de deux ou de plusieurs organisations fédérales acceptent, en vertu d'une entente de financement formelle (p. ex., un mémoire au Cabinet, une présentation au Conseil du Trésor) en vue de collaborer à l'atteinte de résultats partagés.

Méthode d'intervention (Method of Intervention): « Méthode d'intervention » renvoie aux moyens avec lesquels on vise les objectifs stratégiques. Les programmes utilisent cette méthode pour atteindre un résultat souhaité (par exemple des règlements, des paiements de transfert, etc.).

Programme (Program): Services et activités - pris séparément ou en groupe - ou une combinaison des deux, qui sont gérés ensemble au sein du ministère et qui portent sur un ensemble déterminé d'extrants, de résultats ou de niveaux de services.

Propriétaire des données (Data Owner): Qui est responsable de la collecte des données, c'est-à-dire une organisation ou un contribuable, entre autres?

Répertoire des programmes (Program Inventory): Compilation de l'ensemble des programmes du ministère et description de la manière dont les ressources sont organisées pour contribuer aux responsabilités essentielles et aux résultats du ministère.

Responsabilité essentielle (Core Responsibility) : Fonction ou rôle permanent exercé par un ministère. Les intentions du ministère concernant une Responsabilité essentielle se traduisent par un ou plusieurs résultats ministériels auxquels le ministère cherche à contribuer ou sur lesquels il veut avoir une influence.

Résultat ministériel (Departmental Result) : Changements sur lesquels les ministères veulent exercer une influence. Ils devraient subir l'influence des résultats des programmes, mais ils échappent généralement au contrôle direct des ministères.

Seuil pour les indicateurs de rendement (Threshold Values) : des valeurs qui déterminent une limite supérieure ou inférieure pour un objectif où un résultat serait envisagé dans une fourchette acceptable de rendement. Lorsqu'un objectif est un chiffre précis, le rendement réalisé peut être proche, mais n'atteint pas l'objectif. Dans ces cas, le seuil indique la fourchette entourant l'objectif pour lequel le rendement est toujours considéré comme acceptable. Lorsque l'objectif est une fourchette, le seuil adopte automatiquement les mêmes valeurs que l'objectif. Les objectifs qualitatifs n'ont généralement pas de seuil. Veuillez consulter le Guide sur les résultats pour d'autres renseignements.

Source(s) de données (Data Source): Quelle est la principale source d'information pour l'indicateur, par exemple un sondage ou une base de données?

Type de données (Data Type): L'indicateur est-il un chiffre, une fourchette, un pourcentage, une augmentation en pourcentage ou un qualitatif, entre autres?

Page(s) 94 to 178
are excluded
pursuant to paragraph
69(1)(g)re(a)
of the *Access to Information Act*

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La/les page(s) 94 à 178
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conformément aux dispositions de paragraphe
69(1)(g)re(a)
de la *loi sur l'accès à l'information*